

Community Sport Hubs Changing Lives through Active Communities. 2019 - 2023



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1. Introduction

Through sportscotland's 'Club and Communities' strand, the Community Sport Hub (CSH) programme aims to bring sport, physical activity and local partners together supported by investment received from The National Lottery to improve access to local activity provision. Glasgow, like all invested local authorities support CSHs through five strategic outcomes: Growth in Participation, Understanding Community Need, Supporting Community Leadership, Offering a Range of Sport, Ensuring all the Right People are Working Together. Consequently, the five guiding principles shape the support that local authorities provide to local CSHs. With recognition of the current Community Sport Hub cycle coming to an end in March 2019, Glasgow Sport have been developing a syllabus to sustain a community sport programme in the city via CSHs and for local club development; subsequent of the possible absence of current hub investment beyond March 2019.

Glasgow Sport have a view to refocus our approach to Community Sport Hubs by prioritising Hubs situated in areas of social deprivation for example, which will complement our overall club development work throughout the city. In addition to the above, Community Empowerment is a prominent focus for Glasgow Sport, which will be one of the fundamental focus areas in our city-wide approach to community sport; supporting clubs/organisations to: build and strengthen their capacity, empowering decision making across communities and assisting the third sector. Through various supporting elements Glasgow Sport will be able to contribute to Community Empowerment via: up-skilling and developing coaches and volunteers, club development and partnership working.

Understanding Glasgow's demographics is essential to developing a focus for sport and physical activity in the city. Glasgow Sport have identified the following groups as a focus and priority to be supported via Hubs and club development:

- **Areas of Social Deprivation**
- **The Inactive (Health & Wellbeing)**
- **Women & Girls**
- **Disability**
- **BME**

The above target audiences have been selected based on evidence reported by Understanding Glasgow:

- 34% of children in Glasgow live in poverty.
- 47.3% of Glasgow's residents reside in 20% most deprived areas of Scotland.
- 6% of under 25s day-to-day activities limited by disability (10% higher than Scottish average).
- Lowest level of life expectancy (male 55.9 years) compared to Scottish average (male 76.6 years).

- 12% of Glasgow’s population from ethnic minority – highest in Scotland.
- 69% of males and 57% of females in Greater Glasgow & Clyde* achieve recommended physical activity levels.

* Larger area outside of city boundaries. Probable that averages are higher.

The graphic below indicates the growth of the CSH programme within Glasgow, via key measurable (Hubs, Clubs, Hub Membership and Coaches and Volunteers). The latest date highlights the progress and development of the Hub programme in Glasgow by creating a sustainable network of Community Sport Hubs made up of clubs and local organisations who have a common interest to change lives through sport and physical activity by delivering opportunities for people to become and stay physically active.



2. Analysis of Glasgow's CSH Programme 2012- 2019

In order to understand the current situation of hubs in the city, analysis was required to build a community sport programme in Glasgow by continuing with the strengths in our community offer, recognising weaknesses that can be addressed going forward to relate to strategic direction, understanding new opportunities to capitalise on and understanding threats in the environment, which could hinder a community sport programme. In conjunction with a SWOT analysis, the Club, Coach and Volunteer (CCV) team who oversee Community Sport Hubs in Glasgow produced a city-wide Needs Analysis to further support the direction of the city's community sport. Consequently, this developed a sustainability model, which should be embedded into the relevant progressing community sport model that will best suit the needs of a diverse city. Glasgow is divided into three key geographical areas, which are supported by area based staff. Throughout the city, there are a range of barriers to participation, primarily correlated with socio-economic deprivation. The below illustration highlights communities which hubs serve city-wide and their social index of multiple deprivation.

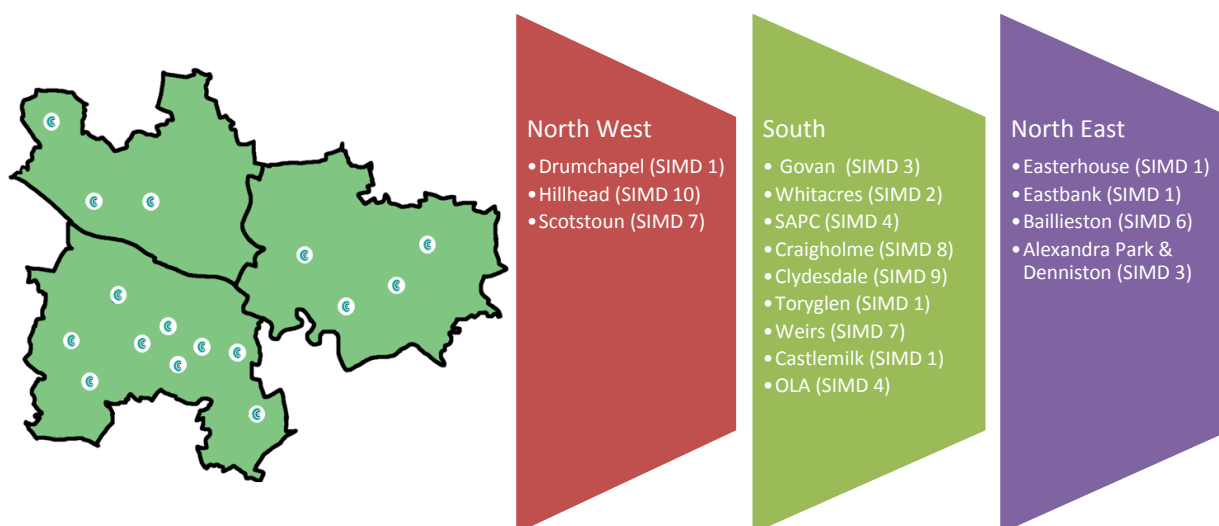


Figure 2. CSH & SIMD Map

Each geographical area of Glasgow (North West, South, and North East) is overseen by two CCV Officers, this allows working relationships to be development among Glasgow Sport, Hubs and subsequently the local clubs and organisations. This model proves beneficial within the city consequent of area size. Officers support hubs and clubs to: grow participation rates, ensure that the correct people are working together and supporting community leadership for example. With area based staff, the CCV team are able to gather a depth of knowledge surrounding the local communities, which assists with identifying the needs in the local areas and accordingly is invaluable to achieving key strategic outcomes.

2.1 CSH SWOT

Glasgow Sport's CCV team analysed the current Community Sport Hub programme to illustrate the current community sport landscape in Glasgow. The SWOT analysis (figure 3) was able to highlight and link elements of the hub programme to national and localised aims, objectives and outcomes.



Figure 3. Community Sport Hub SWOT

For overall understanding of CSHs in Glasgow, each hub conducted a SWOT analysis of the programme, which was central for local perception and direct comparison of Glasgow Sport's analysis.

To continue, support and overcome the elements within the SWOT analysis, sportscotland's 'Cycle of Continuous Improvement Model' (CIM) is a key strategic tool which is used to guide the development of hubs. Through the four main outcomes: Organising, Understanding, Making it Happen and Sharing, hubs across the city are at various stages. The SWOT analysis developed by the CCV team reflect this and recognises areas of community sport that still need to be developed and supported. The CIM process streamlines the individual hub's work in the community and their objectives to meet local needs, ultimately this feeds into Glasgow

Sport's Service Plan at local level in addition to national structures such as the Active Scotland Framework.

3. CSH Local Community Impacts

3.1 Current Benefits

CSHs recognise the importance of affordability and accessibility which accompanies the programme, by understanding a Hub's local community and social issues clubs and partner organisations are able to deliver appropriate activity based on the localised needs and conditions. Therefore, pitching activity at an affordable and accessible level has allowed hub growth in terms of participation and engaging with the community and local partners for mutual benefit.

The programme assists Hubs to develop and support sustainable sport through capacity building, people development, recognising appropriate target audiences and familiarisation with the local landscape. Through sustainable sport and physical activity, Community Sport Hubs can facilitate the provision of engaging activity, which has been essential to their growth and importance within community sport in Glasgow.

Hubs are a local catalyst to understand and raise awareness of national and local priorities into their served areas. CSHs provide a forum to recognise and support change, derived from national and local context; which is in their best interests for engagement with particular target audiences such as the hard to reach population. Through a Hub's understanding and awareness raising capabilities, the involved organisations are in a prime position to tailor activity which will be in their community's best interest for improving health and wellbeing.

Partnerships are essential to the development and sustainability of CSHs in Glasgow. Partnerships support Hubs through linking the community, developing joint initiatives, presenting wider funding opportunities and overall strengthening the structure of a Hub. Without working in collaboration with local organisations, CSHs would struggle with their capacity to deliver, which in turn would drastically reduce their services and impact that affordable plus accessible sport and physical activity can have at a local level.

Community Sport Hubs present the opportunity for community empowerment, which is essential in Glasgow. Empowering a local leader to make decisions based on their knowledge is an invaluable tool for the Hub programme. Equipping local leaders to develop sport and physical activity has a positive impact on the services and justification of their hub. Involved organisations will reap the benefits of community empowerment consequent of programmes being tailored to their specific community, which has contributed to the growth of hubs and people development across the city.

Hubs are at the forefront for basic and localised planning for sport and physical activity supported by partners in their community. Through this benefit, local organisations and the

Hubs have the ability to shape and focus area specific work, which will generate positive impact.

3.2 Aspiring Benefits

Despite understanding and recognising Glasgow Sport's current and aspiring benefits, there are improvements to be made. Establishing relationships with the likes of the health and education services for example will greatly increase our offer to the local community. Creating and strengthening partnerships will assist the achievement of our strategic outcomes of improving health and wellbeing and enhance access to the provision of sport and physical activity across the city. A joined up approach will contribute to: wider understanding of the community; support to target hard to reach groups and initiative opportunities to benefit the local community through the engagement of partners attempting to achieve a common goal.

Glasgow's CSH has assisted the provision of affordable sport city-wide, to ensure that each community has the opportunity to participate in accessible sport. Sixteen hubs and one in development in Glasgow serve a range of communities, however the majority of CSHs are situated within areas of social deprivation. Understanding the social constraints of deprived areas is essential for the success of a community sport hub, where affordability is a prevalent concern. CSHs support clubs and organisations to deliver affordable activity within their community, which is adaptable to suit local needs. Potentially, without support from CSHs, clubs and organisations may struggle to identify and retain a specific target audience without a collective guided forum of local organisations with the community as a focus.

Social inclusion is a key area to community sport and hubs. The CCV Team work with local clubs, hubs and organisations to assist the development of social inclusion through sport and physical activity. Community sport has the opportunity to improve both physical and mental wellbeing, where socialisation is potentially a catalyst to retain those participating. Community Sport Hubs can be the concept to address participation barriers by offering more 'welcoming' environments in comparison to leisure facilities. This appeals to potential participants, who are wishing to get back into activity. Consequently, as CSHs understand their own community, it becomes easier for hubs to deliver activity pitched at a suitable level and environment. In turn, CSHs can be an asset to the development and increase of localised participation.

Through community sport clubs and hubs, linking local organisations is a critical element to benefit the local community. Glasgow Sport can assist the establishment between a club/hub in the area, however the identification and need is often driven from the local sport organisation. Identifying local partners to assist the development of sport provision has a range of opportunities for hubs and clubs; whether it is through: in-kind partnerships, joint project management or raising the profile of activity.

3.3 Current Glasgow Sport's Club offer (CSH & Elevate Your Club)

Glasgow Sport offers extensive support for up-skilling and developing local people involved in community sport through both its CSH and Elevate Your Club Programmes. Support can range from:

Organising

Recognising and developing volunteer support to ensure that clubs are well organised, accessible and safe by understanding the needs of local volunteers. Volunteers have the opportunity to attend CPD training courses and workshops delivered by Glasgow Sport and/or partners.

Understanding

Identifying and supporting club development aspects relating to: capacity building, partnerships, governance and community engagement. Ensuring that clubs and hubs 'understand' what is fundamental to community sport across the city. Glasgow Sport work closely with clubs and hubs to facilitate and support local understanding, which will ultimately develop capacity and opportunities city-wide.

Understanding the local community, the current sport and physical activity landscape and justification of a club or hub project is central to establishing the right type and function of support required. This support may be around funding, training, marketing or through establishing new opportunities for people to take part in sport and physical activity.

Making It Happen

Glasgow Sport supports Clubs and Communities to make it happen by identifying and creating partnerships with a range of organisations; work with clubs and hubs to engage their community via events and consultation; facilitate networking opportunities to develop a strong community; and ensure new and existing activities are sustainable and suitable for the local community.

In addition to the above, Glasgow Sport delivers an area based 'Elevate Your Club Programme' which aims to develop bespoke plans with local clubs (figure 5). The CSH process in Glasgow has informed the development of the 'Elevate Your Club' Programme by identifying certain requirements such as clubs to supply a proposal to join the initiative and to facilitate reporting mechanisms to evidence the impact of their individual project

Initially launched in 2017, the 'Elevate Your Club' Programme has proven to be successful across Glasgow. By working with individual clubs, Officers have been able to build stronger relationships with local clubs. Being a part of the 'Elevate Your Club Programme allows clubs to establish their vision by understanding and identifying the gap in the community. They are able to work closely with Glasgow Sport to create community engagement links to develop

their project. The club plan and project proposal ensures the development of simple planning, which should link to their community understanding. Furthermore the project plan maintains a clear visual representation of the club's vision and is central to achieving their outcomes. Lastly, the club impact report is a measurement tool used to highlight impact in the local community and to justify financial support. As a result, Glasgow Sport can use the initial impact report to develop in-depth case studies of work within the community. Consequent of applying to be involved in the 'Elevate Your Club' programme, clubs are able to get priority access to their area officer, which from feedback received has been successful.

Through Community Sport Hubs and club development across the city, Glasgow Sport are working towards meeting the outcomes set out in '*A More Active Scotland*' framework particularly focusing on reducing inequalities, empowering the community, establishing and maintaining multi-sector partnerships. Our offer is cross-functional in order to encourage the inactive to become active in addition to enabling the active to stay active. Glasgow Sport recognises the hardest to reach groups and areas in the city. Community Sport Hubs aim to provide affordable and accessible sport aimed at the communities they serve, which has highlighted the need for community engagement and empowerment to deliver activity suited for each local community. Through our 'Elevate Your Club Programme' and support, local officers have a wealth of knowledge that complement community activists to develop their clubs and organisations to engage with both the inactive and active populations.

Glasgow's Community Sport Hubs Changing Lives through Active Communities 2019 – 2023 Proposal

4.1 Strategic Context and Purpose

The overriding aim of this proposal is to build on the learning and success of the CSH programme and continue to deliver against **sportscotland's** Raising the Bar's corporate plan (Clubs and Communities), the Scottish Government's Active Scotland Framework and Glasgow Sport Physical Activity Legacy Framework. The aims of Glasgow's Community Sport Hub programme 2019-2023 are as follows:

- Enabling the inactive to be more active through sport and physical activity.
- Encourage and enable the active to stay active through sport and physical activity.
- Engage communities through CSHs and sport clubs to support the improvement of health and wellbeing and resilience.
- Improve opportunities to participate, progress and achieve in club sport.
- Improve CSHs, Clubs, active infrastructure and skill development – people and places.
- Ensure that sport and active recreation makes a full contribution to social inclusion by prioritising individuals and communities that are socially excluded because of race, disability, gender, age, economic poverty or other factors.
- Strengthen and develop the partnerships with the statutory, voluntary and community sectors in the city in the continued planning and development of sport and active recreation in Glasgow.

4.2 Challenges

Glasgow Sport recognises that the city has many challenges to sport and physical activity, mainly relating to the environment, structures and socio-economic issues. Glasgow as the largest city in Scotland faces significant challenges when compared to the national context:

- 47.3% of Glasgow residents reside in the 20% most deprived areas in contrast to 4.4% of Scotland's population in 10% least deprived areas.
- 24% of working age population in Glasgow has a disability.
- 29% of the working population in Glasgow is economically inactive, 25% of households in Glasgow had no adults in employment.
- Male life expectancy is approximately 13.7 years lower in the 10% of most deprived areas of Glasgow compared to the 10% of least deprived in the city.

Sport and Physical Activity is widely recognised as a tool to create positive change by engaging the community, improving physical and mental wellbeing and enhancing social inclusiveness. Through the CSH programme, Glasgow Sport has identified their vision for the Hub programme post March 2019 through understanding and taking the city's challenges into

consideration; which aims to reduce perceived barriers to participation and support the improvement of the city’s health and wellbeing.

4.3 Strategic Links

The development of Glasgow Sport’s vision for Community Sport Hubs has been derived from the context of national and local strategic plans and policies:

- **Scottish Government:** Active Scotland Framework
- **Sportscotland:** Raising the Bar – Corporate Plan 2015 – 2019
- **Community Planning Partnerships:** Local Agreements
- **Glasgow City Council:** Glasgow 2014 Legacy Framework
- **SAMH:** Scotland’s Mental Health Charter for Physical Activity and Sport

GSSP B	Participation in sport and physical activity is increased and ALL Glasgow’s citizens are more active, more often
GSSP F	Glasgow’s voluntary infrastructure effectively supports the delivery of sport and physical activity opportunities across the city.
European Sports Championship Legacy Outcome	
ESCL 1	Participation in sport and physical activity is increased and all Glasgow’s citizens have the opportunity to be more active, more often.
ESCL 2	The City’s diverse communities / populations feel engaged and has influence over the provision of sport and physical activity in: The City; Their Communities.
ESCL 3	All Glasgow’s Citizens who want to fulfil their potential through/in sport and physical activity have the opportunity to do so.
ESCL 4	A resilient voluntary sector, inspired, and empowered to support the delivery of sport and physical activity opportunities across the City.

4.4 Our approach

Glasgow Sport will continue to provide a city wide approach to support sport and physical activity though Community Sport Hubs but through a new two tiered approach. The two tiered approach will aim to provide greater levels of support and prioritise new or existing CSH’s delivering in areas of high deprivation and with the lowest levels of physical activity and ill health whilst also continuing to provide proportionate support all of Glasgow’s CSHs – ensuring that all current and new hubs are supported in some capacity. (56 of the 100 most deprived areas are within Glasgow City; of the 5 most deprived datazones, 4 are in Glasgow; 48% of Glasgow City datazone are in the 20% most deprived communities).

The re-focused Glasgow CSH approach builds on the success of the current programme and recognises that developing people and community leaders will aid the facilitation of hub activities by supporting our CSH partners to increase their offering to provide accessible activity; to underrepresented groups and working with partners to support hubs to focus on

the inactive population to contribute towards improving the overall health and wellbeing of an individual.

The 2019 -2023 CSH programme will look to provide further support for CSH’s in Glasgow to continue to respond to the needs of their respective communities whilst also providing a greater focus around the following for key areas of focus.

- Inclusion
- Capacity Building & Skill Development
- Health & Wellbeing
- Communities

The information below identifies the aims and outcomes that have been identified around these for four key areas and the approach we aim to take to support CSH’s in the city to deliver against each.

Inclusion

Glasgow Sport will support Community Sport Hubs and club development city-wide to ensure that sport and physical activity rates increase across Glasgow with SIMD communities being a focus in addition to underrepresented groups as an example. In order to develop sustainable participation change, Sport Development Officers will support clubs, hubs and organisations to target hard to reach groups by assisting their approach to create an inclusive environment. A strength of current delivery has been community engagement through Officers working in the community, with this offer to continue city-wide. Glasgow Sport identifies that understanding the community is an essential element to promote inclusivity and to provide a suitable model to encourage behaviour change such as raising participation rates. Glasgow Sport recognises participation barriers for underrepresented groups across the city such as socio-economic or essential provisions required for religious reasoning for example. Glasgow Sport will continue to assist clubs, hubs and partnering organisations to continue and/or create the necessary adaptations needed to increase access to sport and physical activity to promote inclusivity and overall opportunities for participation.

Aims:	<p>Ensure Hubs and Clubs create accessible activity sessions in appropriate venues.</p> <p>Support and empower Hubs to gain further understanding of their local community’s needs and requirements.</p>
Outcomes:	<p>CSHs in SIMD areas are at the forefront of accessible sport and physical activity.</p> <p>CSHs are a vehicle to develop and maintain positive participation behaviour change in underrepresented groups in the community.</p>

Capacity Building & Skill Development

To ensure that skills of volunteers and those associated to clubs and partner organisations are developed, Glasgow Sport recognises that the development of leaders and supporting young people in leadership are two key elements that must be addressed. By providing training to the workforce in the communities, sustainability and the provision of activity is enhanced. Through Glasgow Sport's CPD programmes and support for club development, coach education/CPD opportunities are prominent in Glasgow Sport's offer for community sport. We hope that through our and external training opportunities that leadership is developed through volunteering. Leadership and understanding the local community is instrumental to the sustainability of activity, particularly in areas of high deprivation. Developing a strong volunteer network to contribute to Glasgow Sport's vision of providing affordable and accessible sport and physical activity is essential to creating positive change in communities. Our work on inclusion directly reflects Glasgow Sport's commitment to achieving outcome four and six in the *A More Active Scotland* framework by improving opportunities for clubs, organisations and volunteers to progress and participate in sport or activity. Through partnership work with Jobs and Business Glasgow to develop an 'Elevate Your Club' initiative by delivering six workshops focusing on topics where clubs/organisations traditionally struggle to achieve. Going forward, this is a programme that will continue consequent on its success to support a range of clubs city wide. This programme equipped club volunteers to develop their governance, marketing and offer to strengthen their club structures and therefore increase participation opportunities.

Aims:	<p>Develop a more qualified, confident, and motivated workforce (including volunteers) deployed in roles that actively support community participation opportunities.</p> <p>Develop quality coaches and leaders in the community.</p> <p>Equip local people with necessary knowledge and resources.</p> <p>Facilitate appropriate training / CPD support.</p>
Outcomes:	<p>Strong community leadership is prevalent throughout Glasgow's CSHs.</p> <p>Community leaders equipped with the necessary knowledge and understanding to create a sustainable hub and maintain an inclusive programme of activities.</p> <p>Hub representation at appropriate CPD / training / workshop opportunities.</p>

Health & Wellbeing

Understanding health and wellbeing concerns and the barriers to participation is a key piece of work that Glasgow Sport will liaise with local partners to develop positive and achievable outcomes consequent of the overall health and wellbeing concerns within Glasgow. In order to do so, working with local clubs and organisations will be essential to develop localised action plans to meet the demands of and provide opportunities for the local community. However to enhance this connection and to continuously create methods to health and wellbeing improvement, Glasgow Sport will use and strengthen local partnerships. Socio-economic disadvantage has been highlighted in: *'Mental Health in Focus: A Profile of Mental Health and Wellbeing in Greater Glasgow & Clyde'* as fundamental contributor to the deterioration of mental health within Glasgow communities and in particular areas of deprivation for example. Through Hubs and club development, Glasgow Sport will continue to work in partnership with a range of clubs and organisations to develop initiatives focusing on supporting and improving health and wellbeing throughout the city. Local officers have individual relationships with partnerships to create programmes focusing on health interventions in addition to city-wide partners. In order to strengthen this link, Glasgow Sport will work towards wider sharing of partners and local projects. Glasgow Sport will use Community Sport Hubs as a strategic tool to improve access to physical activity and to create an affordable offer through empowering the community to identify necessary change. In light of Glasgow's health and wellbeing concerns consequent of: social deprivation, life expectancy and poor nutritional choices for example, Glasgow Sport can use Hubs as a vehicle to develop and sustain localised change through sport and physical activity.

Aims:	<p>Hubs understanding local health concerns.</p> <p>Developing appropriate, sustainable and affordable activity for the community to overcome local prevalent health concerns.</p> <p>Increase in the number of people participating regularly in sport and physical activity in community environments</p> <p>Partnership development to reduce health inequalities.</p>
Outcomes:	<p>Barrier reduction via partnership development and community consultation.</p> <p>Develop and sustain an engaging, affordable and accessible programme of activity to encourage the inactive population to become and maintain physically active.</p> <p>CSHs to be a tool to support local behaviour (participation) change throughout Glasgow.</p>

Communities

Glasgow Sport has a vision to maintain and develop their tailored support for clubs and communities to overcome key barriers and to develop a strategic direction to engage with hard to reach groups. With the continuation of area officers working in partnership with a range of partners, community needs will be identifiable and through Glasgow Sport’s engagement and investment in the local area tailored support will assist the growth and opportunities to participate in sport and physical activity. Consequently this will develop and eventually maintain sustainability with communities across the city, as Glasgow Sport and our partners have developed engaging and suitable opportunities to become active. To improve health and wellbeing within our communities, Glasgow Sport recognise the requirement to work towards specific areas identified in ‘Scotland’s Public Health Reform’:

A Scotland Where We Live in a Vibrant, Healthy and Safe Places and Communities

Through Glasgow Sport’s with community sport, club development and physical activity, the organisation are committed to developing a framework through our ‘Population Health’ group, whom are tasked with developing engaging methods to provide an accessible offer to the hardest to reach groups and the inactive population. Through Glasgow Sport’s work overall, multiple teams are working in collaboration to ensure that there is behaviour change to encourage more people to become active through community empowerment. Consequently, Community Sport Hubs are one of the central mechanisms to support the overall work being developed by Glasgow Sport to achieve local and national objectives by liaising with community based organisations.

A Scotland Where We Eat Well, have a Healthy Weight and are Physically Active

Community Empowerment is essential to support and develop this outcome of Public Health Reform. Focusing on localised health concerns Community Sport Hubs can be a vehicle to create a sport-for-change initiative by focusing on specific target audiences (SIMD, BME, Women and Girls and hard to reach groups). This targeted approach will enable Hubs and Glasgow Sport to create sustainable change by working with local organisations that can support hubs and individual clubs to create accessible sessions or opportunities that will entice the local community to get involved. Through this method, health and wellbeing messages can be delivered via sport, which may connect members of the community and therefore improve lives through sport.

<p>Aims:</p>	<p>Empower CSHs to achieve local and national objectives.</p> <p>To Provide support to CSH’s and Clubs that result in a sustainable improvement to the sports the community sport infrastructure.</p> <p>Grow the amount of quality opportunities to participate in sport and physical activity.</p>
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	<p>Bringing together and coordinate the work of several partner organisations with the broad range of skills, experience, resources, networks, and specific expertise.</p> <p>CSHs as a method to deliver key sport-for-change outcomes in the hardest to reach communities.</p>
Outcomes:	<p>Stronger hubs through community engagement which are adaptive to changing local community requirements and barrier reduction.</p> <p>CSHs understand have a better understanding of approaching targeted work in the community.</p>